

Project Name:	Department of Energy BMIS-FM
Project Number:	BMIS-FM Phase I
DOE Proj Mgr:	Michael Fraser
IBM Proj Mgr	Don A. Cox, PMP



INITIAL VERIFICATION OF PROJECT SCOPE for

Department of Energy BMIS-FM Project

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Approvals

The following people have approved this document. (Sign below name)

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Signature:	Date:

Distribution

This document has been distributed to:

Name	Function

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Initial Verification of Project Scope

1. Project Justification

- 1.1. The implementation of the Business Management Information System – Financial Management (BMIS-FM) is part of a larger “integrating vision of systems that will bridge the Department’s business processes, including planning, budgeting, finance and accounting, procurement and financial assistance, human resources, asset management, and logistics”¹. BMIS-FM is the second project in support of this vision, the first being the Corporate Human Resource Information System (CHRIS) which is now operational.
- 1.2. DOE feels that the current systems are inadequate, having been in use for nearly 20 years. The systems are based on older technology, and are difficult and expensive to maintain. Many of the program offices and field sites have installed supplemental information systems tailored to their specific needs, resulting in unnecessary redundancy and inconsistent information.
- 1.3. External actions, including legislation, directives and programs are forcing change in DOE’s financial management practices. Major new legislation (CFO Act of 1990, GPRA act of 1993, etc.), OMB policies, and other factors have increased the need for modernization of the current systems.
- 1.4. Due to the age of the system, there is an increasing risk of system failure so DOE is taking a proactive approach to design a replacement system with expanded capabilities.

2. Project Product²

- 2.1. In case of conflict, the original DOE Statement of Work (SOW) takes precedence over this document.
- 2.2. The product of this project, based on the objective described in the DOE Request for Quotes, is intended to be “a fully implemented, integrated computerized core financial system (CFS) as part of an ERP solution within twenty-four months of award of the task order”. The new system will support business objectives of improved decision-making, accountability, and will meet the functional and technical requirements identified in the DOE SOW. The new system will consist of :

¹ Request for Quotes for BMIS-FM, May 7, 2000.

² For detailed information, refer to “IBM – Business Management Information System – Financial Management (BMIS-FM), Volume III Book 1, Cost/Price Proposal

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- 2.2.1. A fully configured, 3 tiered web-enabled architecture running on an integrated systems architecture comprised of:
 - 2.2.1.1. Production server (6 way IBM RS/6000 M80 w/12GB memory, 18.2GB internal SCSI, 146GB SSA disk mirrored) acting as the host to the database / third tier, and application / second tier.
 - 2.2.1.2. Development and test server (4 way IBM RS/6000 M80 w/ 8GB memory, 18.2 GB internal SCSI, 110 GB SSA disk mirrored) acting as the fail-over machine by twin-tailing RAID disk array to production.
 - 2.2.1.3. Training server (2 way IBM RS/6000 H80 w/2GB memory, 9.1 GB internal SCSI, 36.4 GB SSA disk)
- 2.2.2. Fully tested and approved Oracle Federal Financials application software, configured to the DOE environment, with the following modules (700 core users):
 - 2.2.2.1. Oracle General Ledger
 - 2.2.2.2. Oracle Accounts Payable
 - 2.2.2.3. Oracle Accounts Receivable
 - 2.2.2.4. Oracle Project Accounting
 - 2.2.2.5. Oracle Purchasing
 - 2.2.2.6. Oracle Fixed Assets
- 2.2.3. Oracle Application Servers and Integration Products including (3,000 users):
 - 2.2.3.1. Workflow Enterprise Edition
 - 2.2.3.2. Management Pack for Oracle Applications
 - 2.2.3.3. Forms Server
 - 2.2.3.4. Reports Server
- 2.2.4. Oracle 8I Enterprise Edition, with FIPS 140 Security Software (3,000 users)
- 2.2.5. Oracle EIS/Decision Support Products including:
 - 2.2.5.1. Express Server (all users)
 - 2.2.5.2. Warehouse Builder (all users)
 - 2.2.5.3. Discoverer User Edition (700 core users)



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- 2.2.5.4. Discoverer Administration Edition (5 developers)
- 2.2.5.5. Oracle Financial Analyzer (700 core users)
- 2.2.6. Oracle Development Tools including:
 - 2.2.6.1. Oracle Designer (5 developers)
 - 2.2.6.2. Oracle Forms Developer (5 developers)
 - 2.2.6.3. Oracle Reports Developer (5 developers)
- 2.2.7. Other software including digital signature and bar-code applications
- 2.2.8. Electronic documentation provided with the software
- 2.2.9. Software maintenance agreement included as firm fixed price for base and option years
- 2.2.10. Oracle Tutor for all application users
- 2.2.11. Oracle Training Units (1,250 total) where a unit is equal to one day of individual training for standard courses
- 2.2.12. Additional 2,000 hours of Oracle Tutor and Education Services
- 2.2.13. End users full trained in the use of the upgraded software application(s)
- 2.2.14. Approved instructions and a planned, proven strategy for hand-over of the systems support to the systems group so they are self-sufficient within 36 months after the project starts
- 2.2.15. Execution of the approved strategy for DOE self-sufficiency
- 2.2.16. Distribution of all training materials to the appropriate groups
- 2.2.17. Testing, review and acceptance of the application(s) reports
- 2.2.18. Services, data conversion, re-engineered processes, additional software modules

3. Project Deliverables and/or Work Products

- 3.1. The following **Prepare Phase** project deliverables and/or work products will be produced for the Department of Energy BMIS-FM project:
 - 3.1.1. Project Plan – this document will include at a minimum the following sub-sections:
 - 3.1.1.1. Project Glossary
 - 3.1.1.2. Assumptions and Constraints
 - 3.1.1.3. Project Schedule and Budget



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- 3.1.1.4. Communications Management Plan
- 3.1.1.5. Cost Management Plan
- 3.1.1.6. Procurement Management Plan
- 3.1.1.7. Quality Management Plan
- 3.1.1.8. Risk Management Plan
- 3.1.1.9. Schedule Management Plan
- 3.1.1.10. Scope Management Plan
- 3.1.1.11. Staff Management Plan
- 3.1.1.12. Configuration Management Plan
- 3.1.2. The high level IT requirements have been established
- 3.1.3. The high level organizational change management strategy and approach has been developed
- 3.1.4. The high level training strategy and approach has been developed
- 3.1.5. The high level testing strategy and approach has been developed
- 3.1.6. The package integration strategy and approach has been developed
- 3.1.7. The high level implementation strategy has been developed
- 3.1.8. The RS/6000 Servers have been installed, and the Oracle software initially loaded with the Vision database
- 3.1.9. The initial training for the project team has been arranged
- 3.1.10. SGL training
- 3.2. The following **Focus / Design Phase** project deliverables and/or work products will be produced for the Department of Energy BMIS-FM project:
 - 3.2.1. A comprehensive strategy to affect positive organizational change and acceptance of the product of the project is essential, and will be facilitated through targeted communications, surveys, interviews, and other activities
 - 3.2.2. To-be business processes have been identified, described and documented
 - 3.2.3. Package fit and gap analysis has been conducted and the results documented
 - 3.2.4. Evaluate, develop and document solution requirements and recommend a proposed configuration

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- 3.2.5. Solution requirements have been reviewed for business process optimization, adherence to best practice auditability standards, and refined based on expert advice
- 3.2.6. The technical architecture for the new system is being developed, described and documented
- 3.2.7. One or more conference room pilots have been conducted to assess and revise the proposed configuration
- 3.2.8. Based on final conference room pilot evaluation, detailed technical and functional designs are completed
- 3.2.9. A detailed implementation plan has been developed
- 3.2.10. A detailed testing plan has been developed
- 3.2.11. A detailed training plan has been developed
- 3.2.12. Based on detailed design documents, data and program specifications for conversions, interfaces, and extensions have been developed
- 3.2.13. A to-be organization design has been developed, described and documented
- 3.3. The following **Build/Configure** project deliverables and/or work products will be produced for the Department of Energy BMIS-FM project:
 - 3.3.1. Technical standards are defined and followed
 - 3.3.1.1. Documented coding standards
 - 3.3.1.2. Documented naming standards
 - 3.3.1.3. Documented testing standards
 - 3.3.1.4. Documentation standards for individual modules, reports, procedures, functions, scripts, etc.
 - 3.3.1.5. Documented configuration management standards
 - 3.3.2. Conversion, interface and reporting modules are developed per program specifications
 - 3.3.3. Custom modules or extensions are developed per program specifications
 - 3.3.4. Comprehensive testing of the sum total of the system occurs across various levels to include unit testing, system testing, performance and stress testing, regression testing (as necessary), acceptance testing, and a separate activity conducted by a 3rd party organization for independent verification and validation

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- 3.3.5. Verification of ability of system to achieve clean audit is conducted
- 3.3.6. Hardware Infrastructure Requirements Document
 - 3.3.6.1. Adequate DASD, backup, networking
 - 3.3.6.2. System level security related requirements
 - 3.3.6.3. Required system performance criteria
- 3.3.7. Production Applications Security Matrix developed
- 3.3.8. Just in Time Training Support and Delivery
 - 3.3.8.1. Content developed in selected and approved media
 - 3.3.8.2. End-User Training/Lesson Plans developed
 - 3.3.8.3. In-house Support Staff Training/Lesson Plans developed
 - 3.3.8.4. Documented and approved training evaluation plans and documents created
- 3.3.9. Application Documentation
 - 3.3.9.1. End-user Manual / Documentation
 - 3.3.9.2. Help Desk Manual / Documentation
 - 3.3.9.3. Installation Manual / Documentation
 - 3.3.9.4. Documentation verified for adherence to clean audit best practices
- 3.4. The following **Deploy** project deliverables and/or work products will be produced for the Department of Energy BMIS-FM:
 - 3.4.1. Detailed 'punch list' for production deployment activities
 - 3.4.2. Accurate and timely execution of legacy system conversion programs
 - 3.4.3. Accurate and timely deployment of interface modules
 - 3.4.4. Accurate and timely shutdown of legacy production systems
 - 3.4.5. Accurate and timely startup of new production systems
 - 3.4.6. Accurate and timely validation and verification of the integrity of the new production systems
 - 3.4.7. Streamlined and efficient transition of operation of systems to DOE staff

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4. Project Success Criteria

- 4.1. The following critical success factors have been considered, discussed and agreed to amongst the project stakeholders.
 - 4.1.1. The most critical success factor is quite simply satisfactory user acceptance of the deployed applications. To this end, DOE has offered full support for comprehensive organizational change management activities to be conducted throughout the project.
 - 4.1.2. Executive sponsorship has been a major critical success factor since the inception of the project, and must continue through the end.
 - 4.1.3. Critical DOE, integrator (Team IBM), and other (FMSIC for example) staff positions on the project must be filled with qualified, motivated individuals.
 - 4.1.4. Thorough training of appropriate stakeholders, with various media offered depending on circumstances, will dramatically increase the probability of project success.
 - 4.1.5. Historically, the greater degree of customization, the more significant risk, and for this reason, DOE has a stated philosophy of minimizing customization of the Oracle Applications, instead relying on the flexible configuration alternatives of the product.
 - 4.1.6. The use of formal project management structure, and IBM's CMM Level 3-5 certified Method Blue, executed by certified project managers, is key to the success of the project.
 - 4.1.7. The installed applications must provide quality, timely reporting and support of a continued clean audit for Department of Energy.
 - 4.1.8. The installed applications must comply with applicable regulations.
 - 4.1.9. The conversion and cutover of the individual service centers must comply with defined schedules, and achieve rapid assimilation into the DOE environment. DOE self-sufficiency is a continuing theme.
 - 4.1.10. Quality - through the consistent use of formal test scripts as defined in the testing standards, all applications, functions, modules, forms and reports will be tested according to script, with acceptance signed off by the responsible end-user assigned.
 - 4.1.11. Performance - the system performance (online screens, batch jobs, reports, interfaces) will be within the level of tolerance established by the system performance criteria, with acceptance signed off by the responsible end-user assigned.

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- 4.1.12. Functionality - as part of the strict use of formal test scripts, the suitability for use for individual modules must be approved as indicated by the acceptance signed off by the responsible end-user assigned.
- 4.1.13. On time - once the project schedule for each phase is approved, it will be baselined, and the project will complete within a schedule variance of + / - 10% from the budget at completion, with consideration and inclusion of approved change orders. At a minimum, monthly schedule performance reports will be presented to the DOE project manager.
- 4.1.14. Within scope - the project product will include all items within scope, with consideration and inclusion of approved change orders.
- 4.1.15. Within budget - once the project schedule is approved, it will be baselined, and the project will complete within a budget variance of + / -10% from the budget at completion, with consideration and inclusion of approved change orders. At a minimum, monthly cost performance reports will be presented to the DOE project manager.

5. Activities In Scope

- 5.1. All activities within scope were developed primarily from U.S. Department of Energy Order for Supplies or Services, Contract Number GS-35F-4984H, dated September 5, 2000, and all other documents included by reference and attached:
 - 5.1.1. Statement of Work which takes precedence
 - 5.1.2. Direct Productive Labor Hours by Period
 - 5.1.3. RFQ Amendment 1 of June 9, 2000, RFQ Amendment 2 of June 15, 2000
 - 5.1.4. Hardware / Software Configuration List
 - 5.1.5. GSA Schedule Excerpt
 - 5.1.6. IBM's Proposal of June 27, 2000
 - 5.1.7. Proposal SOW supplements of July 24, July 26, August 18, 2000
- 5.2. Activities in Scope are identified in attachments A-1, A-3 to this document

6. Activities Not In Scope

- 6.1. Activities Not in Scope are identified in attachments A-2, A-4 to this document.